U.S. AIR FORCE

Integrity - Service - Excellence

Performance Based Services Acquisition Multi-Functional Teams

Date: 29 March 2006

POC: Don Miller
Base: 55 CONS

U.S. AIR FORCE

Overview

- **Objectives**
- **Role of the Multi-Functional Team (MFT)**
- **Performance management duties and responsibilities of MFTs**
- **Summary**
- **References**

U.S. AIR FORCE

Objectives

- **Identify role of the MFT through the lifecycle of an acquisition planning/award process**
- **Identify performance management duties and responsibilities of the MFT**

Role of the Multi-Functional Team (MFT)

- **AFI 63-124 applies to Services contracts valued over $100K annually**
- **MFTs are formed IAW AFI 63-124 for the creation and management of services contracts**

Role of the Multi-Functional Team (MFT)

- **What is the purpose of the MFT**
  - Create an environment that shapes and executes an acquisition
    - Acquisition strategy and planning, market research, solicitation development, source selection
    - Emphasis on teamwork, trust, common sense, and agility
  - Plans and manages service contracts throughout the life of the requirement
    - Administration, performance assessment, metrics validation

Role of the Multi-Functional Team (MFT)

- **What is a MFT?**
  - Customer-focused *team* instituted under authority of senior leadership
  - Composed of stakeholders responsible for a service acquisition
  - Responsible for the acquisition throughout life of requirement
  - Includes contractor as part of team after award

Role of the Multi-Functional Team (MFT)

- **Duties and responsibilities of the MFT**
  - Foster partnerships with industry
  - Provide support to senior leadership
  - Researching commercial market for best-practices
  - Developing, implementing, and executing a performance-based acquisition strategy
  - Managing risk
  - Developing, implementing, and executing a source selection
  - Planning, programming, and budgeting adequate funds
  - Developing, implementing, and managing acquisition milestones

Role of the Multi-Functional Team (MFT)

- **Duties and responsibilities of the MFT (cont.)**
  - Completing/reporting annual performance reviews IAW MOASP
  - Identifying improvement opportunities
  - Assessing/managing contractor performance data (CPARS)
  - Developing, implementing, and executing performance measurement and management IAW the performance plan
  - Ensuring requiring office & contractor understand unique programs impacting acquisition
  - Approving deviations to PBSA documents or formats
  - Recommend changes to the performance plan

Role of the Multi-Functional Team (MFT)

- **Roles of Contracting Squadron Commander (CSC)**
  - Establishes/ensures formation of the MFT
  - Ensures right mixture of functional expertise
  - Fosters environment that shapes and executes an acquisition
  - Serves as Business Advisor to senior leadership
  - Provides insight on health of services acquisitions to senior leadership
  - Ensures MFT exercises acquisition authorities and responsibilities IAW FAR as supplemented

Role of the Multi-Functional Team (MFT)

- **Roles of Functional Commander/Functional Director (FC/FD)**
  - Identifies mission essential services
  - Assigns functional experts/QA personnel to the MFT
  - Ensures assigned personnel are competent in subject matter
  - Ensures assigned personnel are available as required
  - Reviews contractor performance documentation

Role of the Multi-Functional Team (MFT)

- **Roles of Functional Personnel**
  - Maintains functional knowledge
  - Meet continuing education requirements
  - Provide functional continuity and stability

Role of the Multi-Functional Team (MFT)

- **How is the organizational structure of a MFT determined?**
  - A MFT may be formed for a single acquisition or to support major customer's requirements
  - MFTs may be centralized for regional, MAJCOM or combined MAJCOM acquisitions

Role of the Multi-Functional Team (MFT)

- **How is team membership determined?**
  - MFT contains needed resources with the authority and responsibility to effect procurement from inception through follow-on contracts
  - Includes cross-functional support/skill-mix required to meet requirements of functions associated with the acquisition(s)
  - Team membership may constitute:
    - Few members such as the Program Mgr, CO, CA, and QAP for simple acquisitions
    - Many members from many base organizations for complex multi-functional acquisitions i.e., FC/FD, CO, CA, QAP, Safety, Finance, Legal, TRANS, SFS, other offices as necessary, and Contractor

Role of the Multi-Functional Team (MFT)

- **What if the MFT needs assistance from outside agencies?**
  - Other functional experts maybe called upon to research issues
    - DFAS, DCMA, DCAA and MO are typical examples
  - Membership in the team depends on nature, complexity, and specific circumstances surrounding an acquisition

Role of the Multi-Functional Team (MFT)

- **How does the MFT membership interact?**
  - MFT determines how it will function as a group (OPRs, action items, administrative duties, etc.)
  - Team will define roles and responsibilities of the members
  - AFI 63-124 does not designate an office or person as the leader of the team
  - Recommend writing a charter outlining member's responsibilities

Performance Management Duties & Responsibilities

- **Performance Management roles and responsibilities of the MFT**
  - Prior to AFI 63-124, Contacting and functional experts worked independently to acquire a service
  - Under AFI 63-124, all interested parties follow an acquisition throughout its life cycle including:
    - Formation of business and acquisition strategy
    - Market research,
    - Acquisition planning
    - Solicitation development
    - Contract award
    - Performance management

Performance Management Duties & Responsibilities

- **Business/Acquisition Strategy Development phase**
  - MFT outlines innovative solutions promoting best value decisions
  - Strategy development must take place ASAP after identification of a requirement
  - Team membership is formalized, roles & responsibilities defined

Performance Management Duties & Responsibilities

- **Market Research phase**
  - Team members exchange information with industry to determine:
    - Whether a requirement meets the definition of a commercial service
    - How the commercial world does business to identify (and benchmark) commercial practices

Performance Management Duties & Responsibilities

- **Acquisition Planning phase**
  - Acquisition Planning where the MFT uses a coordinated and integrated plan for fulfilling the requirement
    - Purpose to award in a timely manner at a fair and reasonable cost
  - Contracting, fiscal, legal, and technical personnel assigned tasks
  - Acquisition milestones developed

Performance Management Duties & Responsibilities

- **Solicitation Development phase**
  - MFT responsible for developing a complete Performance Work Statement (PWS) that:
    - Clearly defines requirement in performance-based language
    - Has meaningful and measurable performance thresholds
  - MFT responsible for developing Performance Plan
    - Prescribes contract objective, goals of MFT, identifies MFT roles/responsibilities, assessment and management methods

Performance Management Duties & Responsibilities

- **Contract Award phase**
  - MFT organizes and manages the source selection and obtains required reviews/clearance approvals
    - Technical reviews
    - Past performance confidence assessments
    - Cost/price analysis
    - Source selection documentation
    - Legal reviews
    - Source Selection Authority approval
    - Clearances

Performance Management Duties & Responsibilities

- **Contract Performance Management phase**
  - MFT administers and manages contract to include:
    - Analyzing contractor metrics and submittals
    - Documenting past performance information
    - Briefing CSC
    - Partnering with contractor

U.S. AIR FORCE

Summary

- **Multi-Functional Teams are established to plan and manage services contracts throughout the life of the requirement**
- **Members work together to conduct market research, define the requirement, structure the contract, and establish quality/surveillance approaches**
- **Team is responsible for acquisition planning, development, and performance management for new and follow-on contracts**
- **MFT builds acquisition strategy, PR package and solicitation, and executes performance management**
- **Contractor input should be encouraged throughout process**

Additional References

- **AFI 63-124, Performance-Based Services Acquisitions (PBSA)**
- **SAF/AQC Contracting Website, AFFARS Library, PBSA Training, "Seven Steps to Performance-Based Services Acquisition," at http://www.arnet.gov/Library/OFPP/BestPractices/pbsc/index.html**
- **Quality Assurance Program Coordinator Study Guide/Workbook, Block I, Unit 4**